

PUBLIC SUMMARY OF THE FIVE-YEAR REVIEW OF CHANCELLOR AND EXECUTIVE VICE PRESIDENT CHARLES BANTZ

February 2010

As required by the Indiana University Policy on Review Procedures for Chancellors, the following document summarizes the final report of the review committee and the president's response concerning the executive review of IUPUI Chancellor and Executive Vice President Charles Bantz.

The review committee, appointed by President Michael McRobbie, was chaired by Charles Schalliol, Counsel with Baker & Daniels LLP. Its members included Edward Berbari, Chair, Department of Biomedical Engineering; William Bosron, Chancellor's Professor, Department of Biochemistry and Molecular Biology; Benzion Boukai, Chair, Department of Mathematical Sciences; Gregory Garrett, Jr., IUPUI Student; Eleanor Kinney, Professor of Law, Co-director of the Hall Center for Law and Health; Darrel Marcum, Chief Steward and President AFSCME Local 1477; Rose Mays, Associate Dean, Community and International Affairs and Professor, Department of Family Health Nursing; Samuel Odle, Executive Vice President and Chief Operations Officer, Clarian Health; Christine Padgett, School of Medicine, Health Professions Programs; Eugene Pride III, IUPUI Student; and William Schneider, Chair, International Healthcare Philanthropy, Director of Medical Humanities Program, Professor, Department of History. John Applegate, Vice President for Planning and Policy, served as an *ex officio*, non-voting member of the committee.

The committee received its charge from the president and met ten times between November 2008 and August 2009. To assist its work and in compliance with the review policy, the committee engaged the Indiana University Public Opinion Laboratory to conduct a web-based survey of all full-time faculty, professional staff, administrators, and most hourly staff of IUPUI. Nearly 2,000 of the 6,700 individuals surveyed responded. Letters were solicited from 25 additional campus and community leaders, with 15 letters received, including five unsolicited letters from faculty and an open letter signed jointly by elected faculty leaders from the School of Liberal Arts and the School of Science. The committee conducted 47 detailed interviews with campus and community leaders. Also in accordance with the review policy, Dr. James Stukel, former president of the University of Illinois, served as peer reviewer, and in that capacity he conducted 16 interviews, met with the committee and its chair, and submitted a report to the

committee, the president, and the chancellor. Chancellor Bantz submitted an initial statement and associated data and materials, he met with the committee twice, and he provided written and oral responses to the peer reviewer's report and to the committee's draft report.

The committee concluded, on the basis of the data and perspectives gathered during the course of the review that the IUPUI campus under Chancellor Bantz's leadership has made progress in several important areas, including expanding full-time undergraduate enrollment, enhancing diversity among the student body, and improving six-year graduation rates. The committee also identified several key issues that require attention:

- There is a disjunction between IUPUI's stated goal of becoming an internationally recognized urban research campus and the resources available to realize this vision. The committee's primary recommendation was therefore that Chancellor Bantz develop a detailed "roadmap" or action-oriented strategic plan for moving IUPUI toward its aspirations.
- The campus budget process lacks sufficient transparency and input from key stakeholders to be perceived as reflecting widely understood campus priorities. Better communication of priorities and allocation decisions is needed.
- There is a widespread perception that administrative costs have grown disproportionately to other costs and revenues. A better justification for a central resource and management plan is needed.
- Chancellor Bantz's dual responsibilities as Executive Vice President and IUPUI Chancellor should be evaluated given the significant responsibilities of a campus with more than 30,000 students.
- The Chancellor should actively and visibly lead the new IUPUI fundraising effort.
- Organizationally, the ongoing relationship between IU and Purdue with respect to IUPUI should be monitored and revisited periodically, and the core school structure within IU requires further clarification.

In summary, the majority of the committee concluded that, despite grappling with serious challenges, numerous important constituencies, and financial limitations, that the IUPUI campus is better off today because of Chancellor Bantz's leadership and that his performance as chancellor over the past six years has been good or excellent. This conclusion is consistent with the results of the general survey. A minority of the committee concluded that important questions about Chancellor Bantz's leadership remain and that they should be addressed through the report's recommendations. There was no separate minority report.

In his response to the committee's findings, President McRobbie praised Chancellor Bantz's accomplishments, advocacy for IUPUI, and engagement with Purdue, Clarian, and the Indianapolis community. He also made several recommendations:

- Going forward, Chancellor Bantz consider it a high priority to articulate a clearly defined vision for the campus and proceed to develop the recommended roadmap of specific action steps for achieving that vision. This roadmap should emphasize in particular the campus' urban research mission, the development of a strong undergraduate core, a continuing commitment to diversity, and improvement of graduation rates – all issues the Chancellor Bantz has and will continue to address.
- The president further recommended that the chancellor clarify for faculty and staff the basis for budgeting decisions by clearly linking budget priorities to the roadmap and allocate scarce resources in according. The president asked Vice President and CFO Neil Theobald to undertake a review to clarify the extent of the administrative costs at IUPUI.
- Noting that the upcoming capital campaign for IUPUI will demand a substantial amount of the chancellor's time, the president will assign the operational aspects of the university executive vice president role elsewhere in university administration; however, Chancellor Bantz should retain the title of executive vice president to recognize the important university role of the IUPUI chancellor.

The president concluded that Chancellor Bantz has built a strong record of accomplishment on the IUPUI campus and expressed confidence that Chancellor Bantz will continue to serve the campus and community energetically and effectively in the coming years.